“Greatness is Possible”

Steven J. Spear

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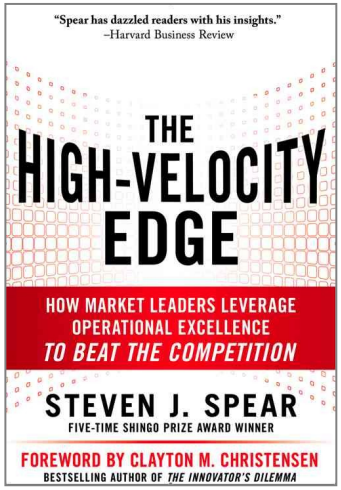

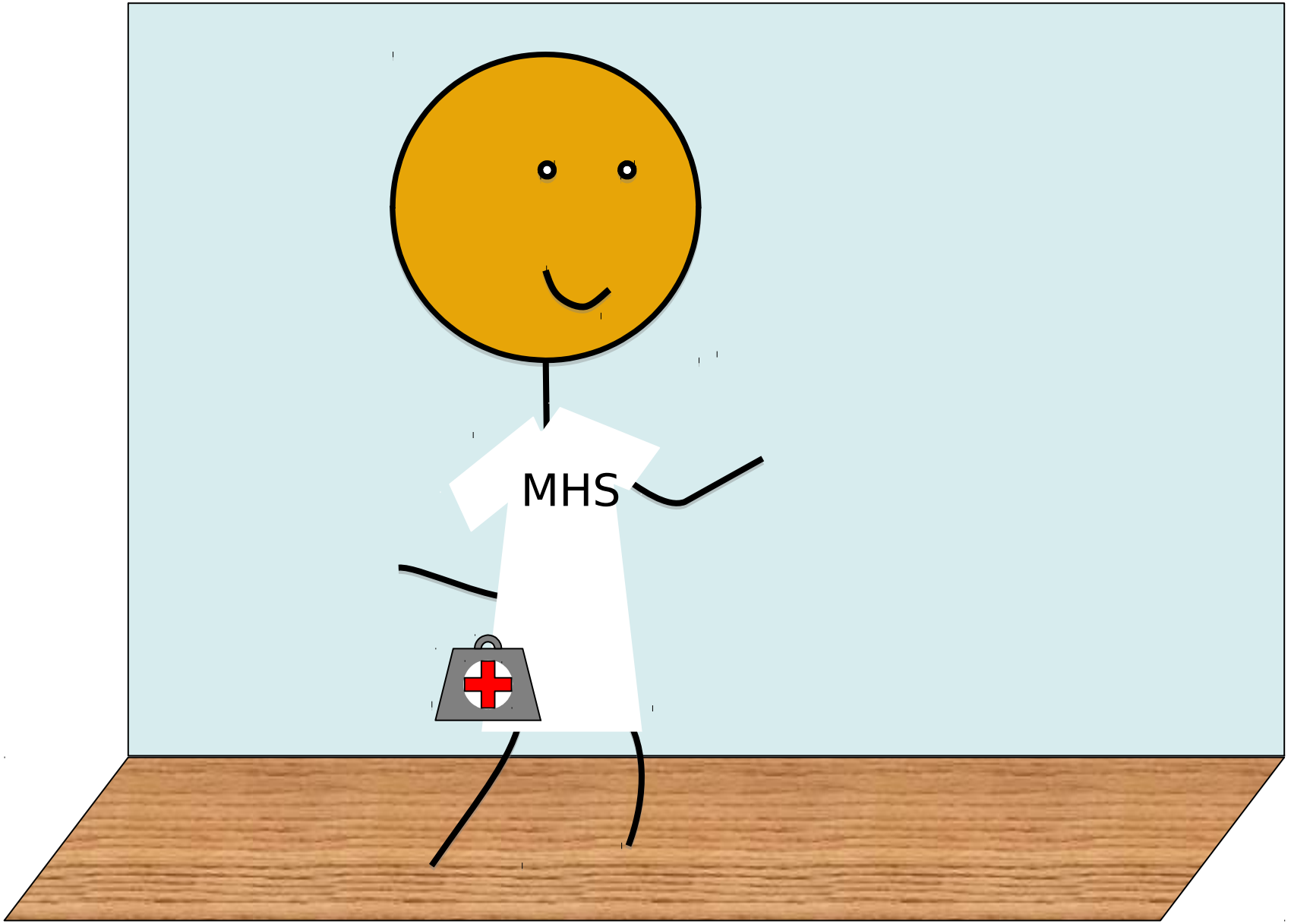

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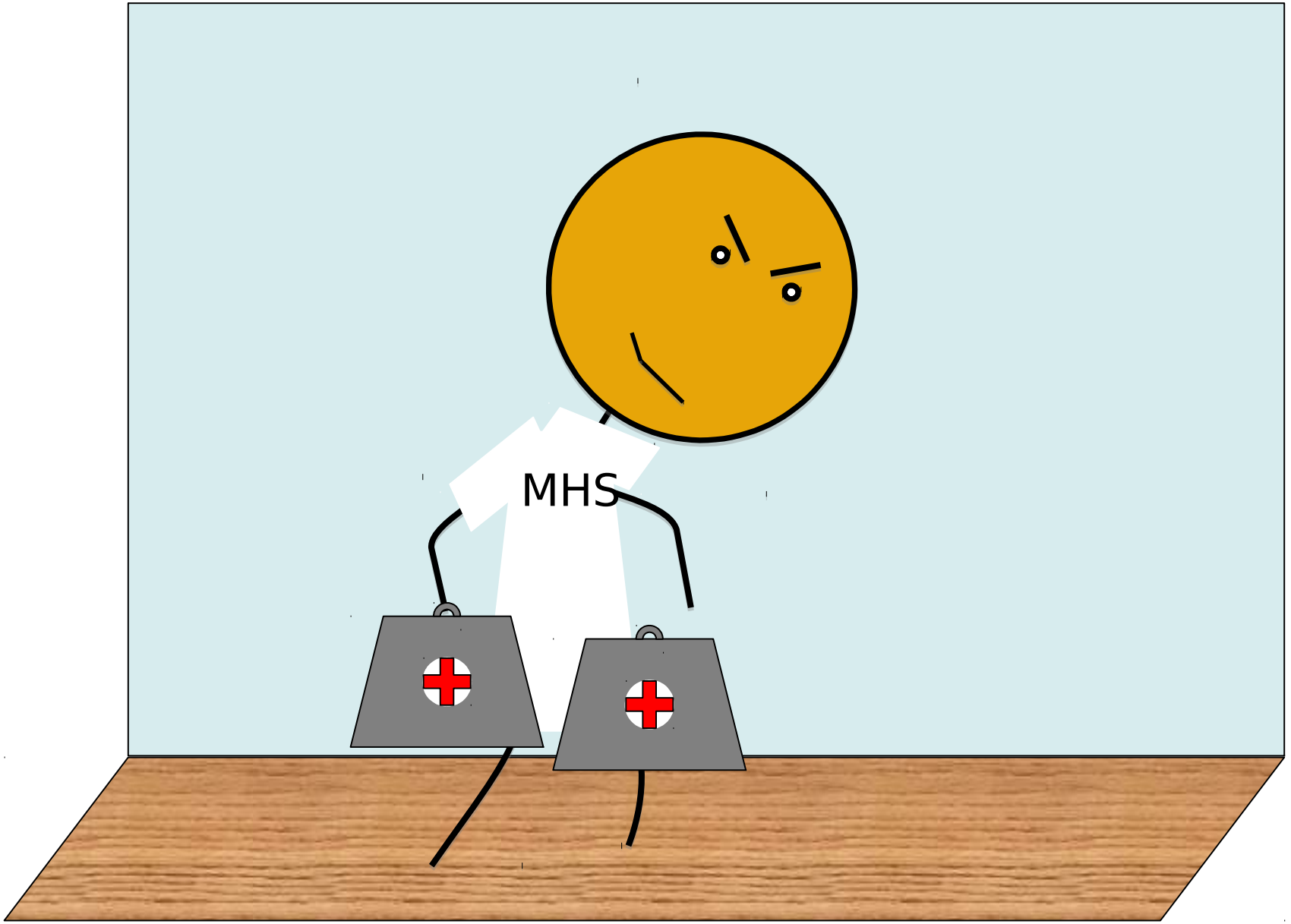

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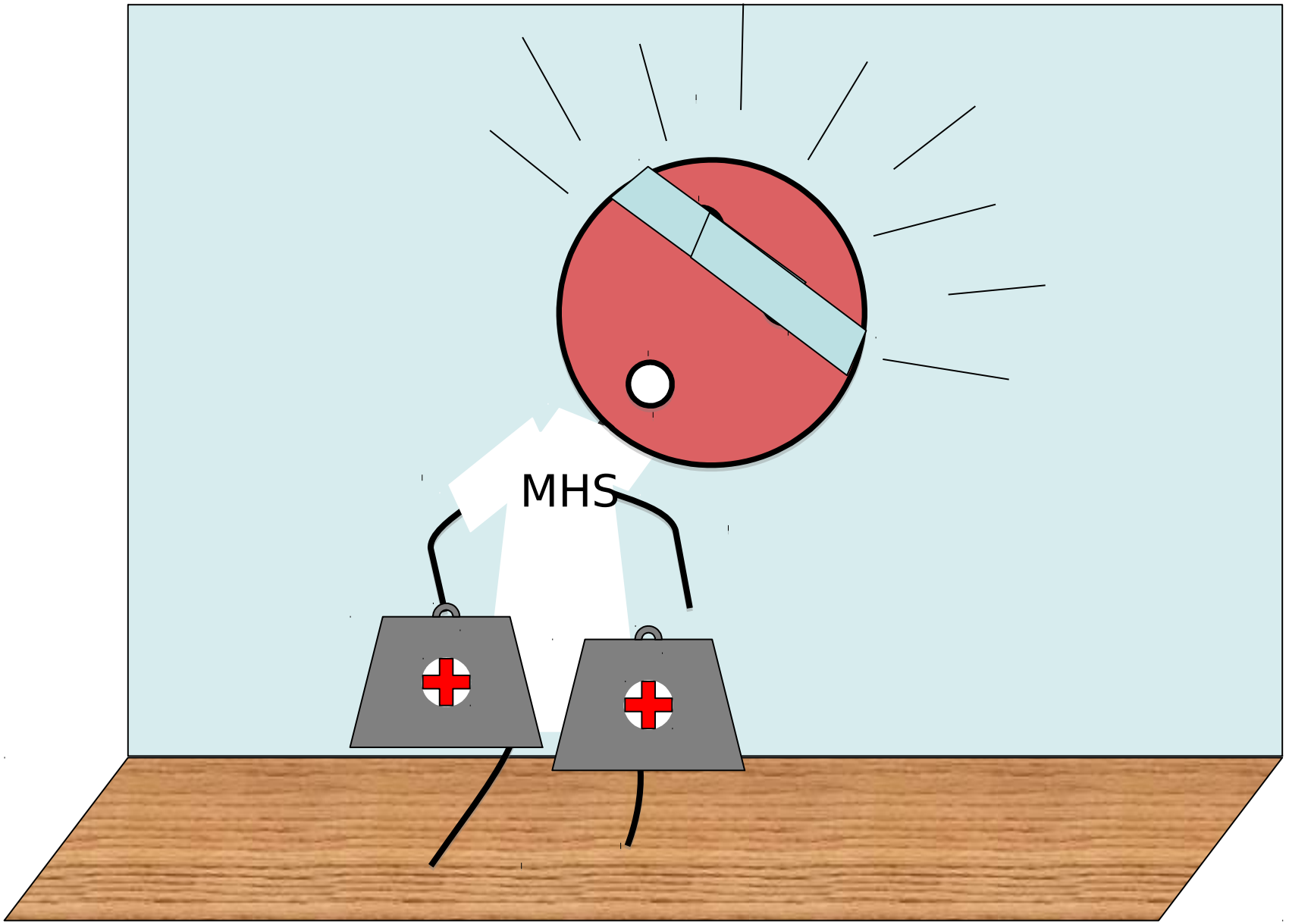

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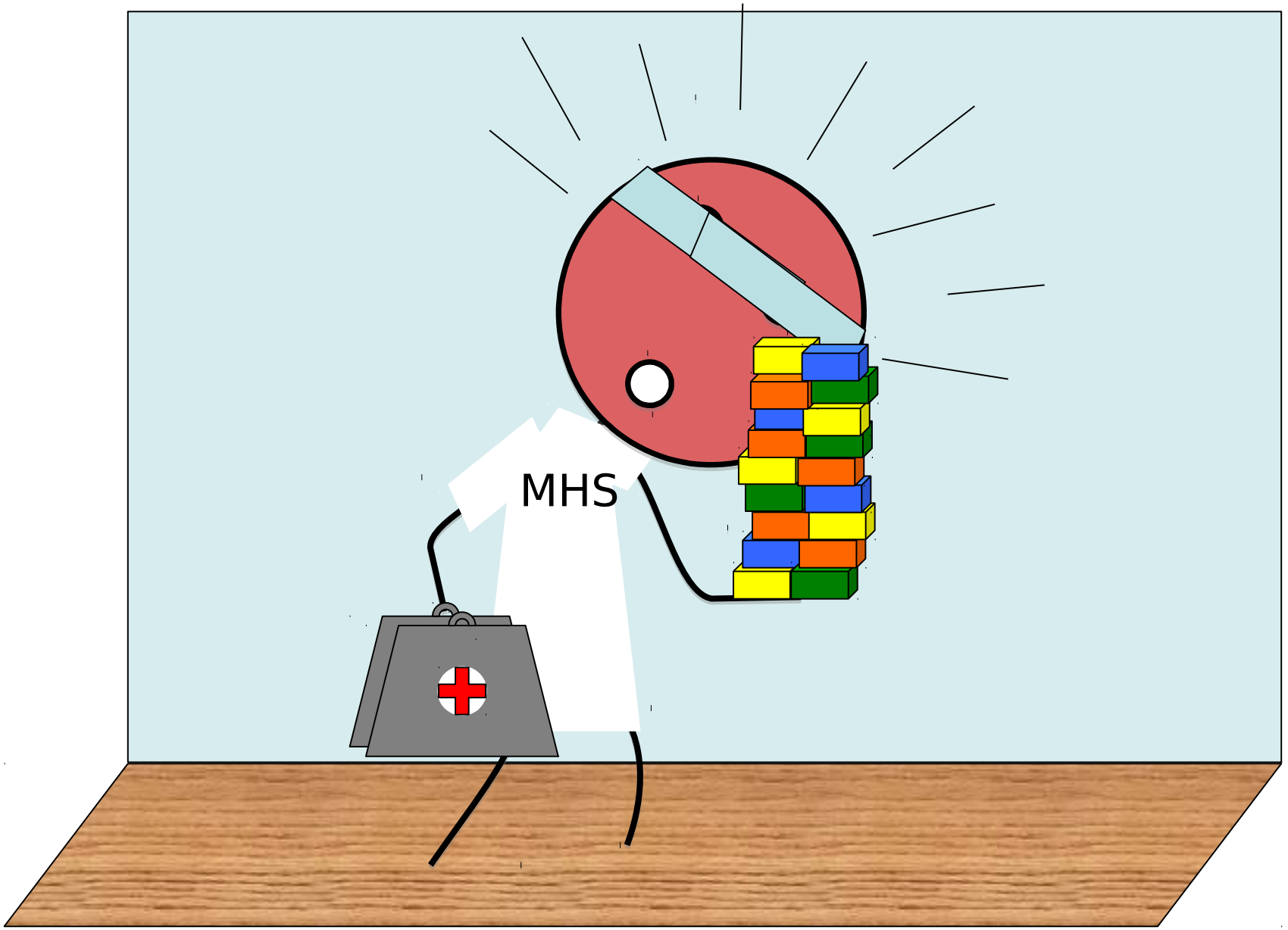

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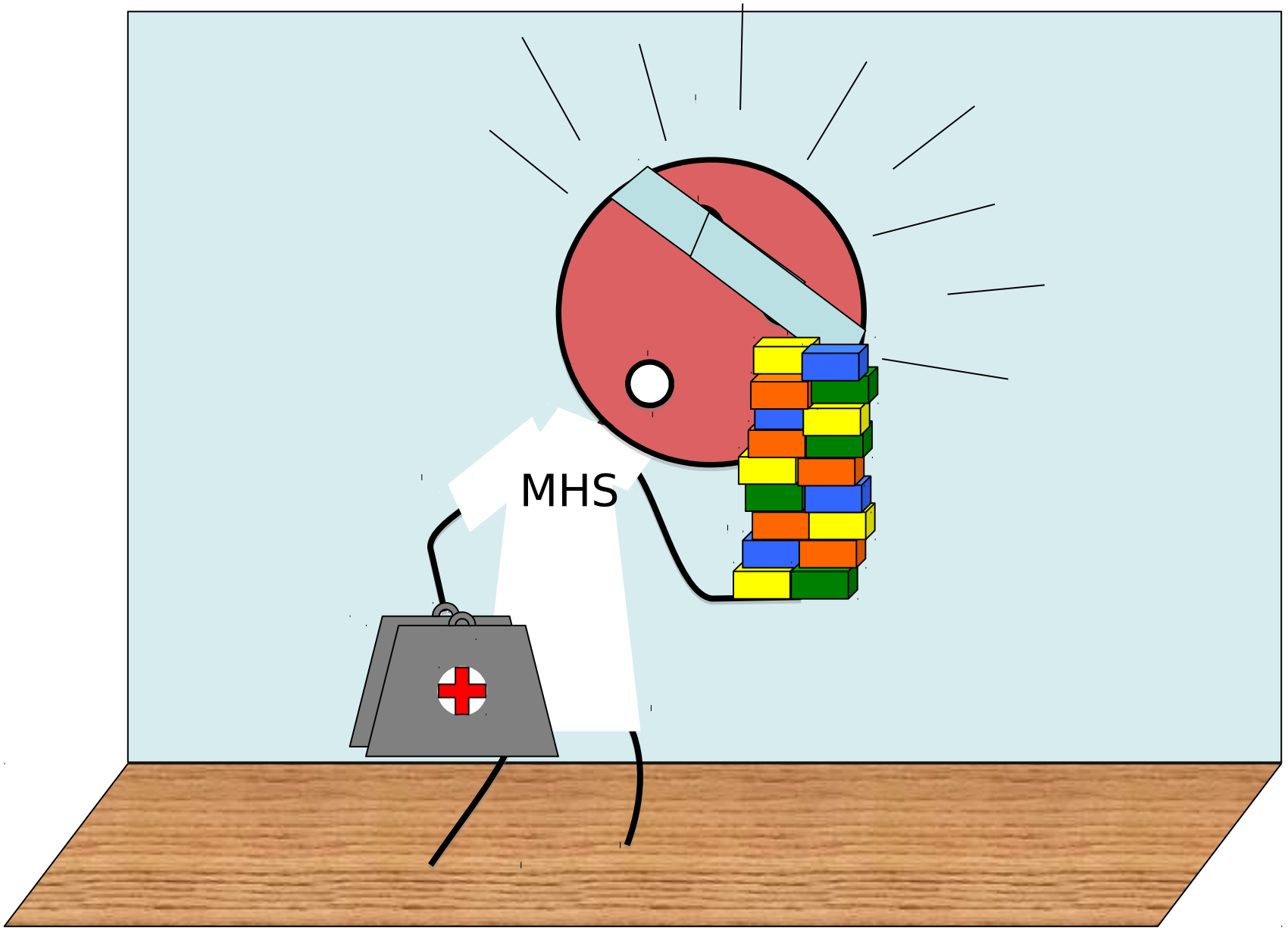

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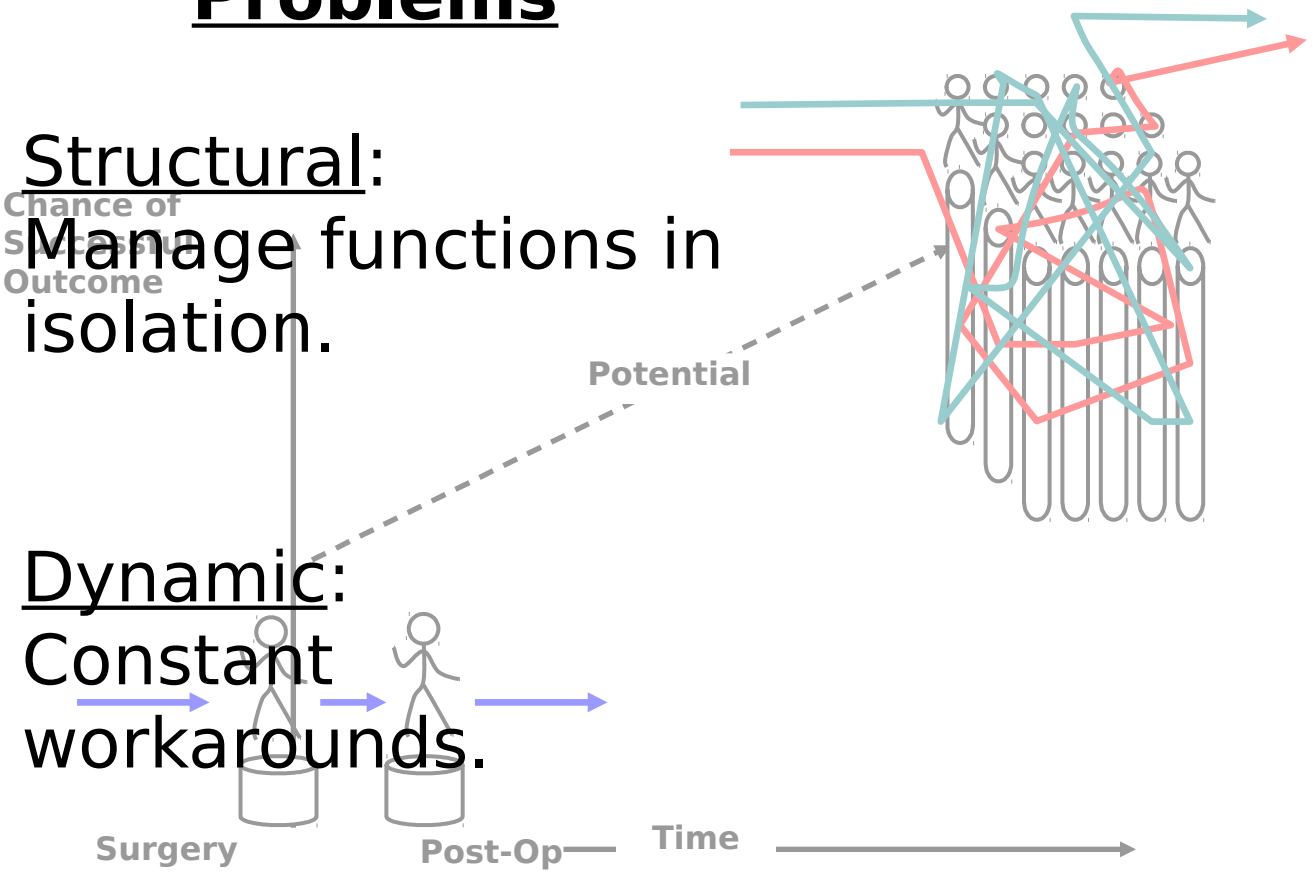
Healthcare's Good News Bad News

Problems

- Structural: Manage functions in isolation.
- Dynamic: Constant workarounds.



Healthcare's Good News Bad News

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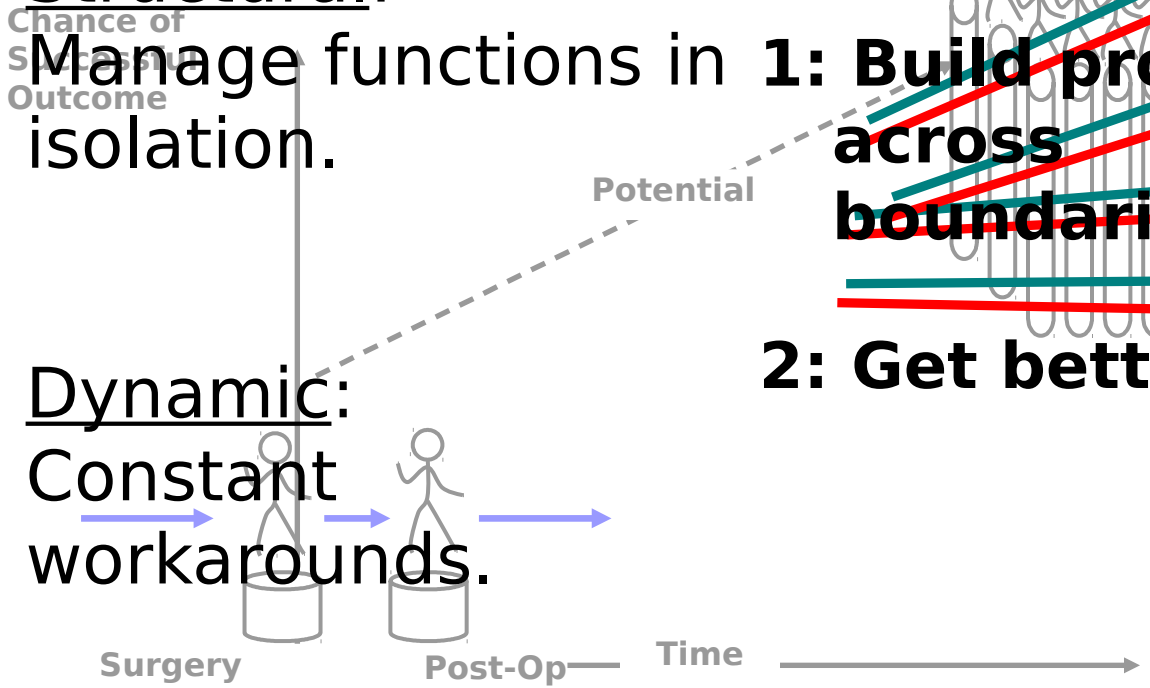
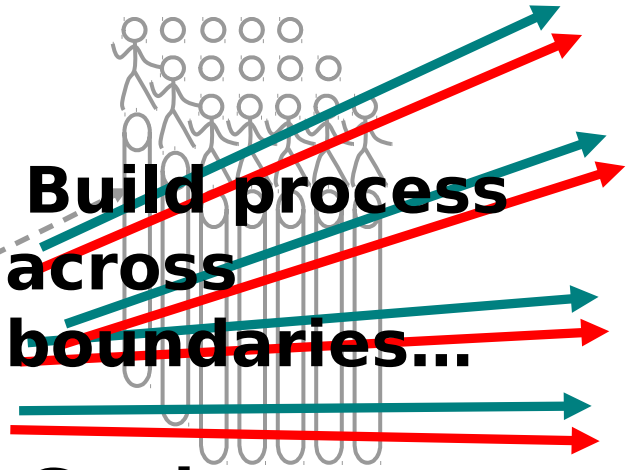


Solutions



1: Build process across boundaries…

2: Get better every day…

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Examples

Primary Care	-- Increased capacity -- Delayed waiting times -- Reduced staff overburden -- Improved referrals -- Improved refills
Emergency Care	-- Wait-time: 2 hours to 20 min -- Increased capacity -- Reduced staff overburden
Intensive Care	-- No complications
Transfer of Care	-- No readmissions

“Greatness is Possible”

“Greatness is Achievable”

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Improvement

“Greatness is an Obligation”

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Selected Publications

- BOOK: *The High Velocity Edge: How Market Leaders Leverage Operational Excellence to Beat the Competition*, McGraw Hill, (Fall 2008)
- "Who Was Caring for Mary: Revisited," with Frederick Southwick, *Academic Medicine* (December 2009).
- "Fixing Healthcare from the Inside: Teaching Residents to Heal Broken Delivery Processes As They Heal Sick Patients," *Academic Medicine*. 81(10) Suppl:S144-S149, (2006).
- "Better Care for More People at Less Cost," with Don Berwick *Boston Globe* op-ed (October 2007)
- "Learning from the Masters: By learning from Toyota and Alcoa how to manage complex work processes, hospitals can improve performance," *Cerner Quarterly*, (2006).
- "Fixing Healthcare from the Inside: Teaching Residents to Heal Broken Delivery Processes As They Heal Sick Patients," *Academic Medicine*. (2006).
- "Using Real-Time Problem Solving to Eliminate Central Line Infections," with Richard Shannon and other co-authors. *Joint Commission Journal on Quality and Patient Safety*, (2006)
- "Operational Failures and Interruptions in Hospital Nursing Work," with Anita Tucker, *Health Services Research*, (2006).
- "The Health Factory," *New York Times* [op ed], (2005).
- (#) (*) "Fixing Healthcare from the Inside, Today," *Harvard Business Review* (2005).
- "Ambiguity and Workarounds as Contributors to Medical Error," with Mark Schmidhofer, *Annals of Internal Medicine* (2005).
- "Medical Education as a Process Management Problem," with Elizabeth Armstrong and Marie Mackey, *Academic Medicine* (2004).
- (*) "Learning to Lead at Toyota," *Harvard Business Review*, (2004)
- "Driving Improvement in Patient Care," with Debra Thompson and Gail Wolf, *Journal of Nursing Administration* (2003).
- (*) "The Essence of Just in Time," *Productivity, Planning, and Control*, (2002).
- (x) "When Problem Solving Prevents Organizational Learning," with Anita Tucker and Amy Edmondson, *Journal of Organizational Change Management*, (2002).
- (*) "Decoding the DNA of the Toyota Production System," with H. Kent Bowen, *Harvard Business Review*, (1999).

(#): McKinsey Award, One of top two articles in *Harvard Business Review*, 2005.
(*): Shingo Prize winning articles.
(x): Best paper proceedings, Academy of Management conference, 2001.

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Speaker Profile

Steven J. Spear is a Senior Lecturer at the MIT Sloan School of Management and is a Senior Fellow at the Institute for Healthcare Improvement. His book, *The High Velocity Edge*, has won numerous awards including the Philip Crosby Medal from the American Society for Quality (ASQ) in 2011.

Spear is an internally-recognized expert about leadership, innovation, and operational excellence, and he is an authority on how select companies—in high tech and heavy industry, design and production, manufacturing and services—generate unmatchable performance by converting improvement and innovation from the rare kiss of inspiration to repeatable, broad-based, skill-based disciplines.

Spear's research has been exceptionally well acknowledged with five Shingo Prizes and a McKinsey award from *Harvard Business Review*. Spear's "Decoding the DNA of the Toyota Production System" and "Learning to Lead at Toyota," are part of the lean manufacturing canon. His "Fixing Healthcare from the Inside, Today" and articles in *Annals of Internal Medicine* and *Academic Medicine* have been on the forefront in health care improvement. He has contributed to the *Boston Globe* and *New York Times*, has appeared on Bloomberg TV and radio, CBS, and elsewhere. His clients have included well-known corporations like Intel, Lockheed Martin, Intuit, Novelis, Alcoa, General Electric, Memorial Sloan Kettering, and Beth Israel Deaconess Medical Center.

Among other accomplishments, Spear helped the Pittsburgh Regional Healthcare Initiative create its 'Perfecting Patient Care System.' That has been credited with eliminating horrible complications like central line infections and thereby improving care quality while reducing cost. The Alcoa Business System, which he helped design and launch, is regularly credited with hundreds of millions of dollars in annual savings. Other clients have dramatically compressed time and cost for marketing processes, new product development and software design.

Spear received his doctorate from Harvard Business School, masters of science in Mechanical Engineering and in Management from MIT, and his bachelors degree with a concentration in Economics from Princeton University.

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